



Do You Have Your Automated IDP?

Individual Development Plan (IDP)

Major career management changes for the Army's Acquisition Workforce (AAW) have been implemented this Fiscal Year. Civilian AAW members have long been encouraged to prepare a five-year IDP identifying achievement and anticipated education, training, and experiential opportunities. Since October 1, 1998, all civilian AAW personnel have been required to develop and maintain an automated

version of this IDP. As of January 1999, Active Duty Military AAW personnel must also develop and maintain the same automated IDP as their civilian colleagues. Most importantly, effective June 30, 1999, all civilian, Active Duty, Reserve, and Army National Guard AAW members must have an approved and automated five-year IDP in place, regardless of the member's grade, payband level, military rank, acquisition career field, or certification level. All AAW personnel can access their IDPs at <http://rda.rdaisa.sarda.army.mil/idp/idpprod/idpstart.htm>.

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THE ARMY ACQUISITION WORKFORCE

We're With You in the Southern Region:

Meet Maxine Maples... the newly appointed Special Assistant and Southern Region Director for Acquisition Career Management. Maxine is responsible for career management guidance and information dissemination to the entire acquisition workforce within the Southern Region, which covers Tennessee, Georgia, Florida, Alabama, Mississippi, Arkansas, Louisiana, Oklahoma, and Texas (with more than 7,000 Army Acquisition Workforce [AAW] members). She comes well prepared for this new assignment.



"Today is a very exciting time to be an acquisition professional and the future is looking even brighter." Maxine Maples, Special Assistant and Southern Region Director for Acquisition Career Management.

Most recently, Maxine was Director, Program Operations, for the Program Executive Office (PEO) for Air and Missile Defense, where she was responsible for the overall program acquisition, planning, and business management activities of the PEOs of High to Medium Altitude

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Volume 1, Number 4

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Kudos to...

WHO? CPT Gerald (Jerry) Davis, FA5 I/AV, Project Officer of Acquisition Policy for the Directorate of Combat Development at Ft. Rucker, Alabama, and Acquisition Career Management Advocate (ACMA) for the National Capital Region.

WHAT? Graduated from the Training with Industry/Graduate Degree (IGRAD) program at the University of Texas at Arlington with an overall cumulative GPA of 4.0 (earned a Master's of Business Administration with a concentration in Management Science). Also, he received numerous honors for his outstanding performance.

WHY? While in the IGRAD program, Jerry accomplished unsurpassed academic honors in addition to his perfect GPA. He was inducted into Beta Gamma Sigma, a nationally-recognized honor society for collegiate schools of business. He was honored as the Outstanding Graduate Student, College of Business Administration. Jerry also received the first-place award in the Graduate Student Research Symposium, a forum for graduate students to articulate the results of a research project to a panel of judges.

Jerry completed his ten-month Training With Industry (TWI) assignment with Bell Helicopter Textron in Ft. Worth, Texas, in program management for the CV-22 Air Force Special Operations Program. While there, Jerry created and maintained a database to track modifications to the CV-22. He also worked closely with Bell-Boeing Integrated Product Teams (IPT) to determine requirements for the aircraft and participated in CV-22 Assembly and Integration meetings, Change Control Board meetings, and customer and visitor tours. Jerry's supervisor at Bell Helicopter Textron, Harold Landers, commented, "In all of his duties, Jerry has done an excellent job in his presentation skills. He always goes the extra mile to meet people's needs and answer their questions."

WHEN? August 1998

WHERE? Arlington, Texas



"The IGRAD program has helped me to build a solid foundation of knowledge which will assist me in the Acquisition Corps. I feel that this program offers the best of both worlds: education and experience. The Master's

program provides the fundamental business practices, while the work with industry allows you to see the defense acquisition business from a contractor's perspective." CPT Gerald (Jerry) Davis.

Additional Kudos to...

Bruce H. Waldschmidt, Director of Acquisition Policy for the Deputy Assistant Secretary for Plans, Programs, and Policy, Office of the Assistant Secretary for Research, Development and Acquisition (OASARDA), a recent recipient of the coveted Hammer Award. Bruce was the Army's lead on an Acquisition Policy and Deskbook Design Team that streamlined acquisition regulatory guidance and policy by creating the Defense Acquisition Deskbook, an electronic repository of timely and up-to-date mandatory and discretionary acquisition information. Other Army team members were Robert Finnigan (retired), James T. Inman (Acquisition Policy), and LTC Michael Monaghan (retired). As a result of their efforts, the Army will save an estimated \$200,000 annually.

The Hammer Award is the U.S. Vice President's special recognition for teams that have made significant contributions in support of National Partnership for Reinventing Government (NPR) principles—putting customers first, cutting red tape, empowering employees and getting back to basics. The Hammer Award is a key method of recognizing outstanding reengineering accomplishments within the U.S. Army.

MAJ Michael E. Williamson, Acquisition Career Management Office, who was recently selected as a Fiscal Year 1999/2000 Army Congressional Fellow to represent the U.S. Army on Capital Hill. The Army Congressional Fellowship Selection Board chose Michael from a very competitive and highly qualified group of nominees from all branches of the Army. The Congressional Fellowship Program is designed to provide congressional training to top Army officers. Fellows are typically given responsibility for drafting legislation, arranging congressional hearings, writing speeches and floor statements,

and briefing congressional members for committee deliberations and floor debate. The Fellowship begins with an orientation and Force Integration Course followed by an assignment as a staff assistant to a member of Congress. Each Fellow will incur an active duty service obligation and must serve in a position that requires knowledge of congressional activities.

Regional and Annual PEO/DSA/PM Acquisition Workshops and Executive Sessions: a Wealth of Information

The U.S. Army Materiel Command and the Assistant Secretary of the Army for Acquisition, Logistics and Technology co-hosted a Program Executive Officers/Deputies for Systems Acquisition/Program Managers (PEO/DSA/PM) Regional Workshop and Executive Session February 24–25, 1999 in Romulus, Michigan. MG Roy Beauchamp, Commanding General, Tank–Automotive and Armaments Command, provided welcoming remarks as the local host. LTG Paul Kern, Director, Acquisition Career Management and LTG James M. Link, Deputy Commanding General, U.S. Army Materiel Command (AMC) provided opening remarks. The theme for the workshop was "Program Management Tools." A variety of topics were briefed during the workshop including Operations Support (O&S) Cost Reduction Tools, Total Package Fielding, a Y2K Update, a Force XXI Initiative Update, and an Officer Evaluation Report (OER) Update. LTGs Kern and Link presented charters to the PEOs and DSAs. The Executive Session was highlighted by a National Automotive Center Panel–Dual Use Technology briefing and discussion. LTGs Kern and Link concluded the workshop with closing remarks.

The Annual PEO/DSA/PM Acquisition Workshop and Executive Session will be held in Huntsville, Alabama, August 24–26, 1999. All PMs and Acquisition Commanders will be invited along with top acquisition executives. The workshop will feature discussions, program updates, and presentations on a variety of topics from Army Acquisition Environmental Support to the Army Diagnostics Improvement Program. For more information, contact Ken Murphy in Acquisition Structures at (703) 805-1071, DSN 655-1071.

Happy 10th Anniversary to the AAC!

The U.S. Army Acquisition Corps (AAC) commemorates its tenth anniversary this year and what an exciting first decade the AAC has had! On October 13, 1989, the Chief of Staff approved the creation of the AAC and an organization of dedicated military and civilian acquisition specialists and leaders began.

Events

To commemorate the 10th anniversary, a series of events will be held designed to highlight the development of the AAC and show the progress it has made in professionalizing the field of acquisition. An AAC display commemorating the 10th anniversary will be on view at the Association of the U.S. Army (AUSA) Annual Meeting scheduled October 11–13. In addition, an AAC career development suite will be staffed with acquisition career experts to provide career development guidance. An AAC team will also participate in the Army 10-Miler on October 10.

Creation of an Association

The 10th anniversary will also celebrate the establishment of an association of acquisition professionals that will offer unique opportunities to its members. Initially, membership in the association will be open to all Active Duty Military personnel, those individuals from the U.S.

"It takes little imagination to foresee the difficult times ahead for the Army with a declining defense budget. The Army Acquisition Corps program is a commitment by senior leadership to ensure our weapon systems are better managed and meets the field's warfighting requirements. With fewer dollars allocated to research, development, and acquisition, our technological fate must be entrusted to a new generation of brighter, smarter, better-developed officers and civilians who will get us the best weapon for the buck. What OPMD does in selecting and managing this new breed now, decides how our Army does on the battlefield of tomorrow."

U.S. Army Brigadier General Gary L. Brown, Director of Officer Personnel Management memorandum dated December 22, 1989.



Army Reserve and National Guard serving in an Army Guard Reserve assignment, and all civilian federal employees. As a national association, it will be headquartered in Washington, D.C. It will also provide an opportunity to help preserve the heritage of the AAC. An important part of the association's role will be to publicize and reinforce Army acquisition goals and ensure that the lessons of history and the proud traditions of the AAW are remembered by future generations. Initially, Keith Charles, the Deputy Director for Acquisition Career Management, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, will serve as president of the association. "I'm

very excited that acquisition is finally being recognized as a profession with its own professional society. I'll do all I can to support it," said Mr. Charles. The AAC's ACMAs will sit on the inaugural board as well as serve as regional chapter presidents.

Army Acquisition Corps Ball

AAC 10th anniversary activities will include an AAC Ball on October 10 in the main ballroom at the Crystal Gateway Marriott in Crystal City, Virginia. It will be a black-tie affair and is expected to draw many senior leaders from the acquisition community. Those traveling to the Washington, D.C., area for the AUSA Annual Meeting are invited to attend.

The host of the AAC Ball will be Paul J. Hoeper, the Assistant Secretary of the Army, Acquisition, Logistics and Technology, and the Army Acquisition Executive. The Master of Ceremonies will be Keith Charles. George G. Williams, President of COLSA Corporation, will be the keynote

Anniversary, continued on page 9

Career Calendar

Date	Event	Location
June 1–3	Army Acquisition Community Information Management User Group Conference (See < http://www.sarda.army.mil/usergroup/group99/default.htm > for more details.)	Hyatt Regency, Dearborn, Michigan
June 7–11	Acquisition & Logistic Reform Week (See < http://acqnet.sarda.army.mil/arweek/ > for more details.)	
June 14	Annual Army Acquisition, Education, Training, and Experience Board Application Deadline	
June 22	Annual Army Acquisition Education, Training, and Experience Board	
June 15–16	AAW 2000 Briefing	TACOM, Warren, Michigan
July 10–14	AAW 2000 Briefing	Europe (Germany)
August 10	AAW 2000 Briefing	Natick, Massachusetts
August 24–25	AAW 2000 Briefing	Huntsville, Alabama
August 24–26	Annual Acquisition Workshop	Huntsville, Alabama
September 14	AAW 2000 Briefing	Edgewood/APG, Maryland
October 5	AAW 2000 Briefing	Yuma, Arizona
October 6	AAW 2000 Briefing	Ft. Huachuca, Arizona
October 25	AAW 2000 Briefing	Hawaii
October 28	AAW 2000 Briefing	Korea
November 16	AAW 2000 Briefing	WSMR, New Mexico

From now on, the AAC/AAW Roadshow will be called "Army Acquisition Workforce 2000."

We're With You

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and Air Defense and the Phased Array Tracking Radar Intercept on Target (PATRIOT) Project Management Office (PMO). Also, Maxine served as a member and chairperson for a NATO international finance and legal subcommittee. Until recently, she served as the Acquisition Career Management Advocate (ACMA) for the Air and Missile Defense PEO. Also, she is a recipient of the Meritorious Service Award.

According to Maxine, one of the main objectives of this new program is to increase awareness and participation of the workforce in Army Acquisition Corps (AAC) initiatives. Maxine commented that continued professional development of the AAW is one of the highest priorities for Keith Charles, Deputy Director for Acquisition Career Management (DDACM). It's one of hers as well. "My focus will be on developing future leaders, primarily the GS-12 and 13 population. The age of the workforce is a real issue; over 90% of the GS-14 to 15 and Senior Executive Service (SES) population will be eligible for retirement within five years," she said.

She expects to encounter some tough challenges. Key among them are getting senior leaders to "do serious mentoring" of the AAW, staying on top of career development needs as well as the needs of the workforce, effectively communicating with the workforce, and helping people achieve the right balance between education, training, and experience.

When asked what she can contribute to the AAW, she said, "I can help with career-broadening experiences for the workforce by facilitating opportunities to participate in developmental assignments in a second, or even a third, career field. Members of the AAW also can obtain career-broadening experiences by taking lateral assignments at a different command or PEO and participating in Integrated Product Teams." Also, she wants to aid the AAW in obtaining additional education. "In

today's environment, one Master's degree is becoming a requirement and eventually may not be enough. The DDACM and Acquisition Career Management Office (ACMO) are willing to pay for second Master's degrees," she added. One of the goals of the pilot program is to work with senior leadership to identify these opportunities and ensure the workforce is aware of them.

Maxine said the workforce only can win with the challenging developmental, educational, and training opportunities available. "Improve yourself and your ability to do the job. This makes you very competitive both in the government and industry when you retire. It also

enables you to provide the best support possible to our soldiers and warfighters," she said. On a final note, Maxine added, "We need the field's input! It is your Acquisition Corps. Tell us what works and what doesn't. Give us ideas to improve the AAC—we need your feedback."

Meet Bill Bentley... Deputy, Program Support and ACMA for PEO Tactical Missiles at Redstone Arsenal, Alabama. Bill has been with the Army 40 years in a number of management positions at various commands including U.S. Army Missile Command, U.S. Army Sentinel/Safeguard Systems Command, Hellfire Project Office, Tube Launched, Optically Tracked, Wire Guided (TOW) Project Office, and the PEOs of Close Combat and Fire Support (now Tactical Missiles). All of these commands/PEOs are located in the Huntsville/Redstone Arsenal area.

In his current position at Tactical Missiles, he is responsible for centrally managing the funding for the design, development, acquisition, and fielding of five major weapon systems. He serves as the

Resource Manager and Comptroller of a separate operating agency with six major appropriations involving the Navy, Marine Corps, National Guard, and multi-national customers. Also, he is an Executive Council Member and Army Component Team Leader for two Defense Service Systems Single Process Initiative Executive Councils.

Bill has been an ACMA since the program's inception in 1997. He provides support to more than 300 acquisition workforce personnel at PEO Tactical Missiles. Bill says that one of his top priorities as an ACMA is getting timely career development and training related information to the people that need it. "One of the most valuable things we do as ACMAs is to provide well-trained and well-qualified personnel for Department of the Army acquisition positions," he added.

When asked what advice he would give the workforce, Bill said "Take time to prepare, establish a set of goals, obtain the necessary training, and be available for open positions. Each person needs to understand that he/she is personally responsible for developing his/her own career. You can't depend on someone else giving it to you, so give it to yourself!"

Bill is married, has four grown children, and is heavily involved with his community and church. He enjoys working with youth and is an avid spectator sport fan, especially when it comes to golf!

Meet A.Q.

Oldacre... Deputy Program Executive Officer for PEO Air and Missile Defense in Huntsville, Alabama. In this capacity, he is responsible for developing, acquiring, and fielding air and missile defense weapon systems and sensors. His current projects include PATRIOT (the largest missile program in the U.S. Army), Theater High Altitude Area Defense (THAAD),

Medium Extended Air Defense System (MEADS), Arrow, Joint Tactical Ground Station (JTGS), and the National Missile Defense (NMD) Program.



"Be there first with the most! Always remember we are here to support the soldier."
Bill Bentley, ACMA for PEO Tactical Missiles.



A.Q. Oldacre, Deputy Program Executive Officer for PEO Air and Missile Defense.

in the Southern Region

A.Q. has been in civil service for 36 years, serving in various positions including Systems and Operations Analysis Branch Chief, Assistant Project Manager for International Programs, and Deputy Project Manager for the PATRIOT Project Office.

He served as a Division Chief for U.S. Army Missile Command's (MICOM) Security Assistance Management Directorate, supporting PATRIOT and other international programs.

A.Q. has been recently designated the ACMA for PEO Air and Missile Defense, where he serves more than 300 personnel. His plans for carrying out this new assignment

include getting more people into the new long-term training programs sponsored by the AAC, as well as emphasizing the importance of the Advanced Program Management Course and certifications. "We need to do a better job of keeping our Acquisition Civilian Record Briefs current so our people can compete for key Acquisition Corps positions," he said.

A.Q. believes effective career management is crucial for the successful acquisition professional and offers this advice: "The opportunities the Acquisition Corps provides are really good, if people take advantage of them. There is a shortage of top-notch, well-trained, well-qualified acquisition professionals. I encourage our people to take charge of their careers, get themselves trained and qualified, and be willing to move into those positions as they open up; and they open more frequently than most people realize."

A.Q. earned his Bachelor of Science degree in Mechanical Engineering from the University of Alabama, Tuscaloosa in 1963 and has been a member of the AAC since 1992. Also, he is a graduate of the Defense Systems Management College's Program Management Course and is a recipient of the David S. Packard Excellence in Acquisition and Meritorious Civilian Service awards. A.Q. is married, has three children, three grandchildren, and is a licensed private pilot. In his spare time, he runs

a farm (where he operates his own bulldozer), develops real estate, and plays golf.

Meet Glen Buttrey... Director of Business Management for PEO Aviation in Huntsville, Alabama. In this position, Glen is responsible for the overall financial management, program planning, budget activities and business execution of the PEO and assigned program/project offices. Prior to this position, he was Programs Branch Chief for the Apache Attack Helicopter Project Office. Other acquisition-related positions Glen has held include Program Integrator for the Fire



Glen Buttrey, Director of Business Management for PEO Aviation.

Control Radar (Longbow PMO) Product Manager, Acting Director for Business Management for PEO Aviation, Chief of the Business Management Division for Target Acquisition Designation Sight/Pilot Night Vision Sensor (TADS/PNVS), and Acquisition Policy Specialist for Headquarters Army Materiel Command (AMCOM). Glen has been with the Army 25 years after being recruited for a three-year internship program right out of college.

Glen was appointed as an ACMA in March 1998 at PEO Aviation. He works with 267 workforce personnel, most of whom are GS-13s and under. He says the most common issue he has been dealing with lately pertains to the Continuous Learning Policy (a new requirement for 80 hours of training every two years). Specifically, he is working to determine what gets counted as a continuing education "unit" and how many points are allotted for specific courses and seminars.

Glen says he spends most of his time as an ACMA "clarifying issues, trying to keep the flow of information open and putting people in touch with the right contacts for their career issues." His top priority is working to expose everyone at his command to the long

term training and other opportunities available, such as the Competitive Development Group (CDG). Glen encourages the workforce to "take some responsibility for their careers and not to wait for the opportunities to come to them. We've promoted two CDG candidates already and we have selected seven civilian PMs in PEO Aviation. Individual initiative is now more important than ever in the current downsizing climate," he said.

Glen is a graduate of the University of Missouri, where he earned a B.A. degree in English in 1973. Also, he is a graduate of the Army Comptrollership Intern Program and the Program Manager's Course at the Defense Systems Management College in Ft. Belvoir, Virginia. He is a recipient of the Army Achievement Medal and the Commander's Award for Civilian Service. Glen is married, enjoys reading in his spare time, and plays golf.

Meet Marlene Cruze... Executive Director for the Acquisition Center at the U.S. Army Aviation and Missile Command (AMCOM) at Redstone Arsenal, Alabama. At the Acquisition Center, Marlene is responsible for the acquisition of more than 90 major Army aviation and missile systems, which includes development, fielding, and sustainment. Additionally, she provides contracting for the Army infrastructure at Redstone Arsenal.



Marlene Cruze, Executive Director for the Acquisition Center at AMCOM.

Marlene has held a number of impressive positions since she began her career as a Presidential

Management Intern. She was Associate Director for Contract Operations at the U.S. Army Communications and Electronics Command (CECOM) where she provided direction for the execution of Army joint agency electronic warfare, satellite communications, and other intelligence gathering commodities. Also, she has worked for the Naval Sea Systems Command in Washington, D.C., managing the contracting officers for the Navy's nuclear powered ships including the U.S.S. NIMITZ class aircraft carriers and LOS ANGELES nuclear class submarines.

We're With You

She was also the Navy's contracting officer for acquisition planning and execution of the SEAWOLF program. During her career in acquisition, she has negotiated and awarded many multi-billion dollar contracts for Navy ships (NAVSEA) and Navy aircraft (NAVAIR) in Washington, D.C.

Marlene just recently became an ACMA for AMCOM, where she is responsible for serving 2,984 personnel. Her top priority as an ACMA will be to demonstrate the need for, and improve, the education and training opportunities available to the workforce. For example, Marlene has worked to form the Acquisition Center University at Redstone Arsenal, a formal on-the-job education center. Curriculum focuses on ensuring a well-rounded, multi-functional, and empowered acquisition workforce through quality and timely workplace-relevant education. It utilizes the expertise of current AMCOM acquisition practitioners and external subject matter experts. These professionals have a mandate to deliver their respective expertise in a real world context. Their tools are live procurements and issues. "Today's compacted workforce must be flexible and knowledgeable in all aspects of the procurement process in order to survive," Marlene said. "No one person or organization can be allowed to dominate the process or we will all fail in our mission to meet the needs of our customers and the American taxpayer."

Marlene is a native of Thomasville, Georgia. She received her B.S. degree from Auburn University and a Master's degree from Georgia College. She has held offices in the Federal Executive Women's Association and the National Contract Management Association. She is married, has three grown children, and in her spare time plays the dobro (resophonic guitar) as well as the pedal steel and Hawaiian style guitars. Marlene is also a charter member of the Virginia Bluegrass Association.

Meet Toni (pronounced "Tonna") Gaines... Principal Assistant Respon-

sible for Contracting (PARC) and Chief of the Contracting Division under the Deputy Chief of Staff for Logistics,



Toni Gaines, Principal Assistant Responsible for Contracting and Chief of the Contracting Division for Logistics, Headquarters, FORSCOM.

Headquarters U.S. Army Forces Command (FORSCOM) at Ft. McPherson, Georgia. In brief, Toni is responsible for the formalization, execution, and oversight of FORSCOM contracting programs, policies, plans, and operations (which includes 600 civilian and military personnel obligating \$1.34 billion in contracts annually). She began her contracting career 31 years ago as an intern with the U.S. Navy at Charleston, South Carolina. Since then, she has served in a variety of operational contracting positions at Ft. Bragg, North Carolina, Ft. McPherson, Georgia, and as Chief of PARC Operations on the FORSCOM PARC Staff.

As the ACMA at FORSCOM since 1997, Toni supports 459 members of the acquisition workforce. She says the most common issue she deals with is helping the workforce learn about career and educational opportunities. Her top priorities as an ACMA are workforce certification and mentoring. "Maintaining current knowledge is critical," she said. Toni pointed out there are a few things people should do to successfully manage their career development: "Develop a career plan and follow through. It's not enough to want to succeed, you must get the education and tackle the tough work assignments that will prepare you to lead the acquisition workforce of the 21st century."

Under her leadership, FORSCOM has achieved a 96% certification rate for its acquisition workforce. Dr. James Edgar, Director of the Contracting Career Program Directorate in the office of the Assistant Secretary of the

Army for Acquisition, Logistics and Technology, commented "FORSCOM is one of the best in the Army."

Toni graduated cum laude from Campbell University in North Carolina, in 1967 with a Bachelor of Arts degree in Education. Also, she received a Master's of Business Administration degree in 1992 from Brenau University in Gainesville, Georgia. She is twice the recipient of the Civilian Meritorious Service Medal and has received numerous Special Act and Performance Awards throughout her career. She received the Secretary of the Army's Professionalism in Contracting Award for fiscal year 1997 and the 1999 Outstanding Managerial/Executive Federal Employee of the Year Award for the Atlanta Federal Executive Board area. Toni lives in Atlanta, Georgia, is married, and has one son. She is an avid reader, and is a Neighborhood Coordinator for the American Heart Association, American Cancer Society, and the March of Dimes. Also, Toni has worked with her Neighborhood Homeowner's Association to raise funds for battered women's and homeless shelters.

Meet James M. Skurka...

Deputy to the Commander for the U.S. Army Simulation, Training and Instrumentation Command (STRICOM) in

Orlando, Florida. In this position, Jim manages all research development, testing, acquisition and fielding of Army testing and training devices, threat simulation, simulators and advanced distributed simulation for the command. He has been an Army civilian for more than 30 years and has held a range of positions from Project Engineer, Team Leader, Director for Systems Management, Assistant Deputy for Procurement and Readiness, to finally Director of the Command, Control, Communications and Computers—Logistics and Readiness

Center at the U.S. Army Communications Electronics Command (CECOM) in Ft. Monmouth, New Jersey. Also, he



"Realistically assess your career goals and weigh them against your personal goals. Then set an objective and talk to someone who can help you understand what it might take to get there." James M. Skurka, Deputy to the Commander, STRICOM.

in the Southern Region

has been a Systems Engineer, and Chief of the Program Management Division for the U.S. Army's Project Manager for Training Devices in Orlando.

Jim has been an ACMA since May of 1997, but he has always considered "acquisition as a critical part of my job, working acquisition issues and mentoring acquisition professionals, both civilian and military." He says the most frequent question asked of him is "What do I need to do to advance my career in the acquisition profession?" He advises, "Each individual needs to be very familiar with the process and needs to keep his/her personal acquisition file current and accurate. My own

experience leads me to advise people to take the initiative with their own career. They need to pursue educational opportunities and broaden their experience base." He added that sometimes this involves making tough personal choices like relocation or more hours or more travel.

Jim has seen a lot of success stories at STRICOM. Most recently, three employees have been selected for the CDG in each of the last two years. He notes this is impressive for an organization of STRICOM's relatively small size. "The reason they were selected was individual initiative and management support... those individuals not only

had good credentials, but were willing to be mobile to develop their careers," he said. He also noted that one individual was recently selected to be a PM and attributes that success to the right education, credentials, and mobility. As a final thought, Jim said, "Let your ACMA know your ideas and your concerns. You all can help through your feedback."

Jim earned a Bachelor of Science degree in Electrical Engineering from Newark College of Engineering, New Jersey, in 1968, a Master's of Science degree in Electrical Engineering from Georgia Institute of Technology in 1970 (under a National Science Foundation Fellowship), and a Master's of Business Admin-

31 Years, 6 Months, 9 Days...

Acquisition Pioneer Retires

Congratulations to Carolyn Thompson, Deputy Chief of Staff for Strategic Planning and Analysis for the U.S. Army Space and Missile Defense Command (SMDC) in Huntsville, Alabama, who retired at the end of April after 31 years, six months, and nine days ("To be exact," she said!). All of Carolyn's experience has been in acquisition-related positions... long before it was called "acquisition."

She started out as a secretary in Research and Development (R&D) in the early 60s because "you didn't find many women in professional fields then, especially R&D," Carolyn said. Impressively, she worked her way up through a series of acquisition positions over the years. In management, she has served as the Deputy Chief of Staff for Strategic Planning and Analysis for the Army's newest major Command, the SMDC; Director for Technology Analysis and Integration Directorate, Missile Defense and Space Technology Center (MDSTC); Chief of the Cost Analysis Office, Space and Strategic Defense Command (SSDC); Chief of the Program and Acquisition Management Division, Anti-Satellite (ASAT) Joint Program Office; and Chief of the Program and Acquisition Management Division, Ground Based Radar (GBR) Project Office.



Carolyn Thompson, Deputy Chief of Staff for Strategic Planning and Analysis, SMDC.

She went back to school at night for nine years, obtaining her Bachelor of Science degree from Athens State College and a Master's degree in Administrative Science from the University of Alabama, Huntsville. She was a Senior

Executive Fellow of the Harvard University, John F. Kennedy School of Government, and is a graduate of the Program Management Course at the Defense Systems Management College.

It was after the Defense Acquisition Workforce Improvement Act (DAWIA) was passed in 1990 that Carolyn began to make her mark on "professionalizing" the acquisition workforce. The AAC had been recently inducted. She led an effort at her command to review every job description (about 1,400) to determine whether or not it was acquisition related for the purpose of identifying candidates for the AAC. Then, shortly after Keith Charles took over as the Deputy Director of Acquisition Career Management in 1995, she volunteered to be a part of the Reengineering Process Action Team that created the concept of ACMAs, the Corps Eligibles Program, and the CDG.

Carolyn became the first ACMA at SMDC in 1996 and made it her priority

to disseminate career development information to the workforce as fast as she could get it. She developed a Regional Training Plan to meet the needs of the workforce, made presentations to the workforce on various career development topics, conducted management surveys to determine what their greatest needs were in terms of workforce training, and implemented training programs to address those issues.

When asked what strides have been made in acquisition over the years, Carolyn said "DAWIA brought a recognized professionalism to the acquisition field and formalized it. It brought training of the workforce to the forefront and made it easier and more accessible than ever before."

Carolyn feels one of her "greatest joys" during her years in acquisition has been career counseling young people. She asks them where they want to be in five to 10 years, what they like to do, and then helps them map out a plan. She has made it a point to mentor many young people, holding them accountable to the action plans she helped them develop. The advice she gives is simple. "Know where you want to go and determine a path to get there and stick to it. Set goals," she says. "The workforce in 10 years will need a different 'skill set.' We will be managing contractual efforts instead of actually building and producing things ourselves. For that, we need strong leadership skills. Our people have to be technically competent, but they must also have more broad and general knowledge." Her parting message? "Get ready!"

We're With You

istration degree from New York University in 1974. He was conferred the rank of Meritorious Executive in the Senior Executive Service by former President Bush in 1991 and more recently was conferred the rank of Distinguished Executive by President Clinton in 1997, the highest honor a Senior Executive can receive.

Meet Kay Ward... Assistant Deputy Chief of Staff for Strategic Planning and Analysis for the U.S. Army Space and Missile Defense Command (SMDC) in Huntsville, Alabama. Kay is responsible for developing the SMDC long range strategic plan, the annual investment strategy, internal and external assessments, program integration, cost and economic analysis, performance measurement, and earned value. Prior to this assignment, she served as Chief of the Program and Acquisition Management Division for the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System Project Office.

Kay has been in the U.S. Civil Service for 18 years and has served in various positions at the U.S. Army Aviation and Missile Command (AMCOM), Redstone Arsenal, Alabama, and SMDC. At these commands, she held positions in the Civilian Personnel Office, the Pershing Project Office, the Unmanned Aerial Vehicles

Joint Project, the Tactical Missile PEO (formerly called Fire Support), the Resource Management Directorate at AMCOM and SMDC, and the Anti-Satellite Joint Program Office. Before joining the civil service, Kay was employed by IBM in Huntsville in program management and personnel positions.

When Kay's youngest daughter graduated from high school and her other daughter was already in college, Kay decided to enroll in college as a night student. She completed all of her undergraduate work while working full time. Kay earned a B.S. degree in Business Administration from Athens State College, Alabama, in 1986 and a Master's of Business Administration from the Florida Institute of Technology (at Redstone Arsenal), in 1994.

Recently, Kay has taken on the task of being an ACMA for SMDC serving a workforce in excess of 1,000 civilians. "The wide range of experience I have had has given me an in-depth understanding of good career growth management," she said. She intends to share this experi-

ence. "As an ACMA, I plan to encourage all employees to expand their career growth with training opportunities and consider assignments at the three PEOs in Huntsville, Alabama, and at the Aviation and Missile Command at Redstone Arsenal, Alabama. There are unlimited opportunities in the Huntsville community which do not require geographic relocation, only a strong desire to expand business and professional experiences," she added.

Kay is an active member of the American Society of Military Comptrollers (ASMC). For the new year starting June 1999, she will be serving as a Vice President of the Huntsville chapter. She is married, has two grown

daughters and three grandchildren. Kay and her husband breed and raise registered Spotted Saddle Horses and Tennessee Walking Horses. They take great pleasure in riding the mountains on nature trails and recently rode a section of the Natchez Trace. Kay loves to garden, volunteers as a Sunday School teacher at her church, and enjoys attending area classic car shows where her husband enters his 1957 Chevrolet.



Kay Ward, Assistant Deputy Chief of Staff for Strategic Planning and Analysis, SMDC.

Southern Region ACMA/AWSS Access:

"Acquisition Career Management Advocates (ACMAs) and Acquisition Workforce Support Specialists (AWSSs) are extremely important in making the AAC work and achieving the goals of the Defense Acquisition Workforce Improvement Act," said Maxine Maples, Special Assistant and Southern Region Director for Acquisition Career Management. "We are very fortunate in the Southern Region to have high caliber acquisition professionals serving as our ACMAs and AWSSs. They are the most important link between the field and the Deputy Director for Acquisition Career Management and ACMO."

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CDG Survey Results Are In

Did you know that you may be missing out on a wonderful career opportunity because of a misunderstanding about the Competitive Development Group (CDG) program? A survey of all Corps Eligibles (CE) members conducted in January–February of this year confirmed that there are many misperceptions about the CDG program. The purpose of the survey was to determine the reasons for the reduced number of applications to the Year Group 2000 (YG00) CDG program. The responses received by the Acquisition Career Management Office (ACMO) were very helpful and have revealed a need for clearer information about the CDG. The questions posed focused on four areas:

- 1) **Applying for YG00**
- 2) **How individuals learned of the CDG opportunity**
- 3) **Application to the CDG program in previous years and**
- 4) **Reasons for not applying to the YG00 CDG**

For item #1, approximately 87% of the respondents said they did not apply for the YG00 CDG program while 13% said they did. Item #2 revealed that the top three ways people heard about the program were through a CDG announcement, the AAC Homepage, and postcard

notification, in that order. For item #3, 72% of the respondents said they have never applied to the CDG and 28% said they have.

The responses to item #4 revealed some interesting misperceptions. Following are the top three reasons people have not applied to the CDG along with brief responses from ACMO:

- “*No desire to relocate.*” Relocation is not necessarily part of the CDG program. Participants are relocated only when they cannot receive the experience necessary for the CDG and AAC. To date, only seven CDG members have been relocated and in each instance, the CDG member has volunteered to do so.
- “*Thought there was no chance of being selected.*” To compete for a CDG position, you must be a GS-12/13 (or be at an equivalent pay band) and a CE member. If you feel you are lacking a specific skill or qualification, seek assistance from ACMO to fill this gap to help make you more competitive.
- “*Concerned about what would happen at the end of program.*” The program does not guarantee a promotion. However, the advanced training and experience received in the program can help make CDG members more competitive for vacant Critical Acquisition Positions. As of the date this article was written, ten YG97 and four YG98 CDG members have been promoted to GS-14 positions during their participation in the program.

Year Group 2000 Competitive Development Group Selectees

The Acquisition Career Management Office is pleased to announce the selection of 11 new participants for the Year Group 2000 Competitive Development Group. Congratulations to each and every one!

Marietta Allen, OASA (ALT)
National Capital Region, Program Management

Thomas Benero, Corps of Engineers
Fort Worth, Texas, Contracting

David Bundy, STRICOM
Orlando, Florida, Program Management

Denise De La Cruz, TECOM/EPG
Fort Huachuca, Arizona, Test & Evaluation

Chris Grassano, PEO-GCSS
National Capital Region, SPRDE

John Hart, STRICOM
Orlando, Florida, SPRDE

Vicki Long, AMCOM
Dayton, Ohio, Contracting

Willard Meyer, IOC
Kerkrade, Netherlands,
Manufacturing & Production

Michael Padden, TACOM
Warren, Michigan, SPRDE

Daniel Pierson, STRICOM
Orlando, Florida, SPRDE

Kathy Salas, U.S. Army Korea
Yongsan, Korea, Contracting

Anniversary, continued from page 3

speaker. Williams, a former recipient of the Department of the Army Excellence in Acquisition Management Award, has had a distinguished career in acquisition and will share his positive experience with the AAC. Organizers anticipate more than 700 people will attend the function. Invited guests include personnel from the Office of the Under Secretary of Defense for Acquisition and Technology; the Army Acquisition Executive; other Service Acquisition Executives; the Defense Acquisition Executive; personnel from the Army Secretariat and Army staff; senior program, project, and product managers; and program executive officers. Entertainment will be provided by a U.S. Army field band, a musical group specifically formed for this type of event. The Military District of

Washington will provide ceremonial support, and the U.S. Army Old Guard will present the colors. Special award presentations, as well as charter memberships and chapter presentations, are also planned for the evening.

Process Action Team

To help plan for the AAC's 10th anniversary commemoration, Director for Acquisition Career Management LTG Paul J. Kern requested formation of a Process Action Team (PAT). The PAT defined the overall goals and objectives of the AAC's 10th anniversary, identified specific events, and recommended an implementation strategy. To provide input or for additional information, contact Mary McHale in the Acquisition Career Management Office at (703) 604-7105, DSN 664-7105.

A special website has been created specifically for the AAC's 10th anniversary. Log onto the AAC Homepage at <<http://dacm.sarda.army.mil>> to access this new website. This link provides information on the AAC 10th anniversary events and the acquisition professional association. The link also provides the AAW with an online registration for the AAC Ball.

“[The AAC] will be a Total Army program. This is the right direction for the Army to take. We must provide the leaders to develop and acquire materiel and weapon systems to support our Trained and Ready Army now and in the future.”
General Carl E. Vuono, United States Army Chief of Staff memorandum dated January 11, 1990.

Career News Briefs

The Acquisition Structures

Division, formerly a part of the Acquisition Career Management Office (ACMO) in Crystal City, Virginia, has been realigned as a formal division of the Army Acquisition Executive Support Agency (AAESA), and relocated to AAESA Headquarters at Ft. Belvoir, Virginia. As such, the Acquisition Structures Division will now report to the Director of AAESA.

Even though Acquisition Structures will be at a new location, ties will not be cut with the ACMO. Professional development is extremely important and Acquisition Structures will continue to work very closely with the ACMO.

Points of Contact:

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Acquisition Structures supports the Program Executive Office/Project Managers (PEO/PM) structure by:

- Recommending the mix of manpower for acquisition organizations;
- Recommending the establishment, downgrade, reorganization, termination, or transitioning of a Product Manager (PM);
- Managing the Army's Acquisition Command Position Designation List;
- Conducting an annual review of PM requirements to make recommendations for Headquarters, Department of the Army (HQDA)-centralized selection boards.

U.S. Army CBT Web

Central—Soldiers and Army civilians can now access more than 800 information technology and communications courses from their desks at work or home through an Army-wide contract for computer-based training. For more information, see the website at <<http://www.armycbt.jccbi.gov/armycbt/>>.

The next Acquisition Education, Training and Experience (AETE) Board

is scheduled to meet June 22, with applications due by June 14. The AETE Board recommends acquisition workforce members for education, training, and experience opportunities supported and funded by the AAC. The AETE Catalog provides a list of the opportunities funded by the AAC, outlines the requirements for each opportunity, and describes the application process to be followed. The opportunities include such things as School of Choice, Naval Postgraduate School, Training With Industry Program, Master of Science/Industry Work Study (MS/IWS), operational experience opportunities, and leadership seminars. These training opportunities are offered as part of the ongoing effort within the AAC to provide career broadening experiences to workforce members and prepare them for future leadership positions. For more information, log onto the AAC Homepage at <<http://dacm.sarda.army.mil>> or contact Sandy Long, (703) 604-7125, DSN 664-7125, <longs@sarda.army.mil>.

The Under Secretary of Defense, Acquisition and Technology, Continuous Learning Policy

was effective December 1998 and can be seen on the Internet at <<http://www.acq.osd.mil/ar/#otherhot>>. The purpose of the policy is to ensure acquisition professionals develop and stay current in leadership, disciplinary and functional skills that augment the minimum education, training and experience standard established for certification purposes for their Acquisition Career Fields. The augmentation provides for an expanded framework designed for career-long learning and establishes the following standard:

Workforce members shall earn a minimum of 80 Continuous Learning Points every two years, from the date of certification for the position encumbered or from the date of the prior two-year Continuous Learning

certification. Individuals who are not certified in the position they encumber should concentrate on obtaining certification; they are not subject to the Continuous Learning Standard.

The Individual Development Plan (IDP) will be used to record the workforce member's plan for meeting the Continuous Learning Standard and for documenting continuous learning points. The IDP is currently being revised to accommodate this new, expanded requirement.

Army implementation guidance is available in draft form on the AAC Homepage at <<http://www.dacm.sarda.army.mil>>.

For more information, contact Patricia Hopson, (703) 604-7126, <hopsonp@sarda.army.mil>.

The DoD Acquisition Career Management Mandatory Course Fulfillment Program and Competency Standards

were reinstated April 8, 1999, and may be found on the Defense Acquisition University (DAU) Homepage at <<http://www.acq.osd.mil/dau>>. The Fulfillment Program enables members of the acquisition workforce to receive credit for mandatory DAU courses for which they are able to demonstrate competency through experience, education, and/or alternative training.

The most significant difference between the DoD guidance and the Army's implementation is as follows:

- a. The Army does not support Fulfillment for Level III mandatory DAU courses. This is based on the rationale that acquisition professionals certified at Level III are considered experts in their functional areas. As such, their expertise and knowledge are expected to be current and continuously updated. Fulfillment of mandatory training at Level III would not be consistent with this philosophy.
- b. Approval authority for Fulfillment is with Certification Officials identified for each Acquisition Career Field (ACF). The list of Certification Officials is being developed. Upon approval by the Functional Chiefs, it will appear on the AAC Homepage at <<http://www.dacm.sarda.army.mil>>. For more information, contact Patricia Hopson, (703) 604-7126, <hopsonp@sarda.army.mil>.

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IDPs, continued from page 1

According to the jointly endorsed memorandum by the Office of the Assistant Secretary of the Army, Research Development and Acquisition, and Manpower and Reserve Affairs, Career Development as a Mission, #96-01, "the IDP is a vehicle for civilians to achieve a systemic approach to career development." The IDP is a critical planning document in which the employee and supervisor identify and track career objectives in the areas of education, training, and experience opportunities. It provides the capability to record and store your short range (two-year) and long range (five-year) plan for education training plans. It is a living document that can be changed any time and as often as necessary.

IDPs are associated to your record as depicted on your individual Acquisition Civilian Record Brief (ACRB) for civilians and Officer Record Brief (ORB) for Army Acquisition officers. They are used to enhance current performance and prepare you for performance at higher levels. IDPs supplement annual career appraisals by recommending training, education, or other developmental activities. IDPs are progressive, sequential, and should address the training, education, and career development activities that will ultimately result in making you highly competitive for career advancement. All current and future acquisition related education, training, and experience should be listed on your IDP and be approved by your supervisor.

Preparation of the IDP is a joint venture with input from you and your supervisor along with advice and assistance from the activity career program manager, propensity officer, and Acquisition Career Management Advocate. Documentation of the IDP follows a discussion between you and your supervisor to assess previous training, education, and experience, and to evaluate realistic future career goals.

The automated IDP is the official repository for all your accomplishments under the Continuous Learning requirement (80 hours every two years). It will undergo some revisions in the near future to meet certain requirements of the new Continuous Learning Policy. Once these revisions are completed, the automated IDP will annotate and track continuous learning points. Revisions will

also make it easier to identify categories of career development and identify courses.

In May, initial implementation of a new web-based system to apply for Defense Acquisition University (DAU) training began. When applications are submitted, it checks to see if the individual has established an automated IDP. If they have not, the system will notify the individual and supervisor of the requirement to do so. This system will be an additional method to apply for DAU courses in conjunction with the current method until July 1999. Effective July 1999, the web-based system in conjunction with the automated IDP, will be the only method to apply for DAU courses. In addition, if requested DAU courses are not listed on the approved IDP, applications will be disapproved.

Help is available! During Army Acquisition Workforce 2000 visits (formerly called "Roadshows"), you can sign up to meet one-on-one with experts from the Mobile Acquisition Career Management Office to assist you in updating your ORB/ACRB and IDP. Check out the Career Calendar on page 3 for the next Workforce 2000 visit nearest you.

Career Briefs, continued from page 10

The following Defense Systems Management College (DSMC) non-mandatory courses, opened to military O-6 and above and civilian GS/GM-15 and above, are held at the DSMC at Ft. Belvoir, Virginia. There are no charges for tuition; however, travel and per diem expenses are the responsibility of the attendee's command/organization. To apply, submit a completed DD 1556 input into the Army Training Requirements and Resource System (ATRRS). Notification of selection/nonselection will be via ATRRS. Contact your local Civilian Personnel Advisory Center (CPAC) or Civilian Personnel Operation Center (CPOC) for more information.

The Executive Management Course (EMC) is a three-week course designed for individuals who are not graduates of the DSMC Program Management Course or the Advanced Program Management Course. Senior managers who interface with the defense acquisition system or who have a need to understand the system will benefit from this course. The curriculum is divided into three major segments: the foundation for the defense acquisition system and management, the

ATTENTION RUNNERS!

The AAC will be fielding a team for the Army 10-Miler scheduled for Sunday, October 10, 1999 in Washington, D.C. to celebrate its 10th year anniversary! All team members will be recognized at the AAC's 10th Year Anniversary Ball, which will be held at the Crystal City Gateway Marriott Hotel in Crystal City, Virginia, on the same day as the 10-Miler. Members will also be recognized in the Army RD&A Magazine. This traditional Army event is produced by the U.S. Army Military District of Washington and is recognized by "Runner's World" magazine as one of the top 100 races in the country.

If you are a member of the Army Acquisition Workforce and are interested in representing the AAC, please contact MAJ Phil Yacovoni at (703) 604-7106, DSN 664, fax 8178/6871 <yacovonp@sarda.army.mil> for more details. If you'd like to know more about the 10-Miler, please check the homepage at <<http://www.armytenmiler.com/main.html>>.

executive's skill development and current initiatives which focus upon the hot topics of today's acquisition leadership. The course dates are September 13–October 1, 1999 (Class 02).

The Executive Refresher Course (ERC) is a two-week, executive-level course for individuals that are graduates of the Program Management Course or the Advanced Program Management Course. ERC focuses upon change and paradigm reconstruction. Participants are provided with current information and knowledge on evolving acquisition policies and lessons learned. Class discussions promote government and industry partnering as a vehicle to encourage management practices that control costs while promoting sound business management. The course date is June 21–July 2, 1999. A SECRET clearance is required.

The Acquisition Career Management Office has a limited number of available seats for each session; therefore, early application submission is encouraged. Additional information may be obtained from Ms. Sue Winkler, Acquisition Career Management Office, (703) 604-7118, DSN 664-7118, e-mail <winklers@sarda.army.mil>.

To be added to our mailing list, please fill out the information below and return it to the mail or e-mail address provided below.

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Comments/Suggestions: _____

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Suggestion Box

This is your newsletter—we'd like to hear from you about the kind of information you'd like to see in it. If you have ideas for articles or information, or if you'd like to submit an article for possible publication, please send it to the address below. We'd also like to know what you think about our newsletter and any suggestions you have for making it better.

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